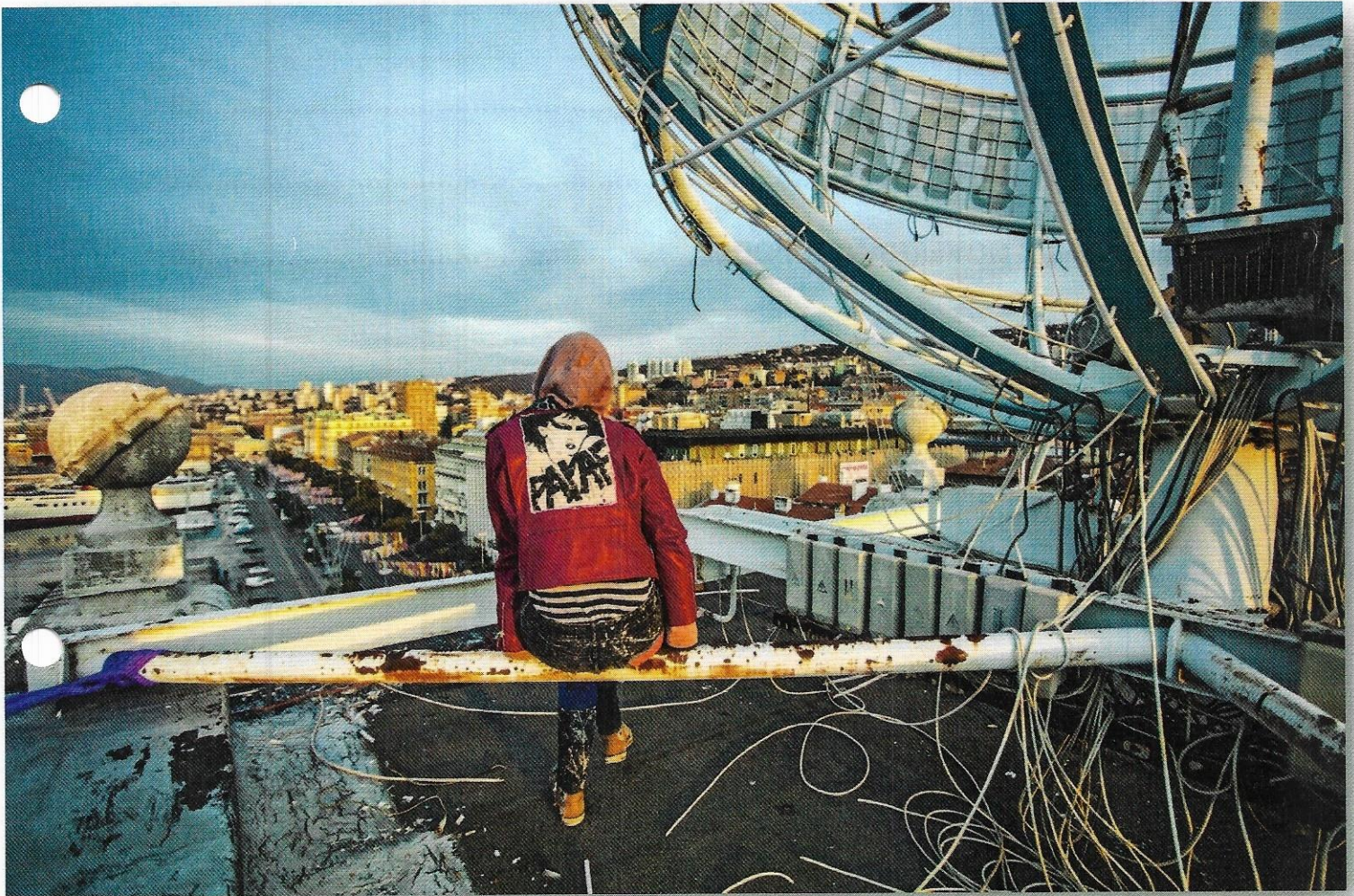


Project: ECoC-SME
City of Rijeka Local Action Plan
to support Creative and
Cultural Industries



July 2021.



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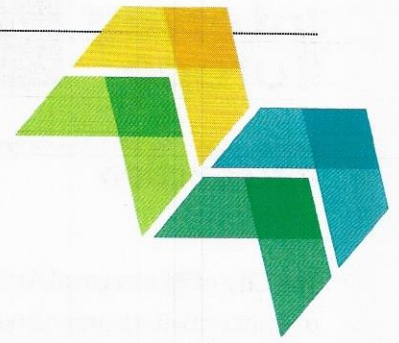


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The City of Rijeka Local Action Plan (LAP) is a result of joint activities organised under the umbrella of the Interreg Europe ECoC-SME project. Close collaboration, joint efforts, conclusions from project's participative events with stakeholders' Local Learning Labs (LLL), and multiple examples of good practice offered and presented by the partners involved inspired us to think in more specific ways about the needs of the creative and cultural sector, and how to improve their linkages with the entrepreneurial infrastructure.

Although the project was developed in the context of the Rijeka ECoC mega event, unfortunate events caused by the Covid 19 pandemic made us think "out of the box". We managed to understand the scales of damage caused by the pandemic, but most importantly, we managed to gain an insight into some of the moves that can be made. Besides the national, regional and local financial contribution to help industries affected by the pandemic, we figured out the importance of non-financial support mechanisms.

These hard times of crises, when Rijeka lost a potential that the ECoC mega-event could have brought, made us cherish closer collaboration and cooperation, educational support, joint problem-solving perspectives, and the necessity of adjustment and quick reaction.

The 3 actions of the Rijeka LAP bring a new, proactive, and innovative perspective, aiming to contribute to the industry's well-being.



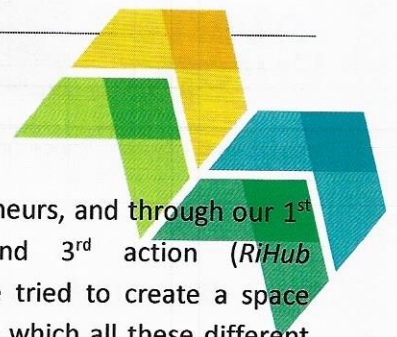
Creative Doctors, Creative Module and RiHub Governance Model are interconnected, complementary actions with the purpose of contributing to Strategic Goal 2 and Specific goal 2 of the recent City of Rijeka Plan of development 2021 – 2027.

According to this main policy instrument, a new vision of the city of Rijeka implies the economical development based on creative industries, especially ones that rely on knowledge, new technology and innovation.

Rijeka's Action plan is a direct product of interregional exchange of knowledge and best practices within the ECoC-SME partnership. Both from the interregional project workshops and from LLLs organised in Rijeka as well as those organised by the project partners, we have learned that:

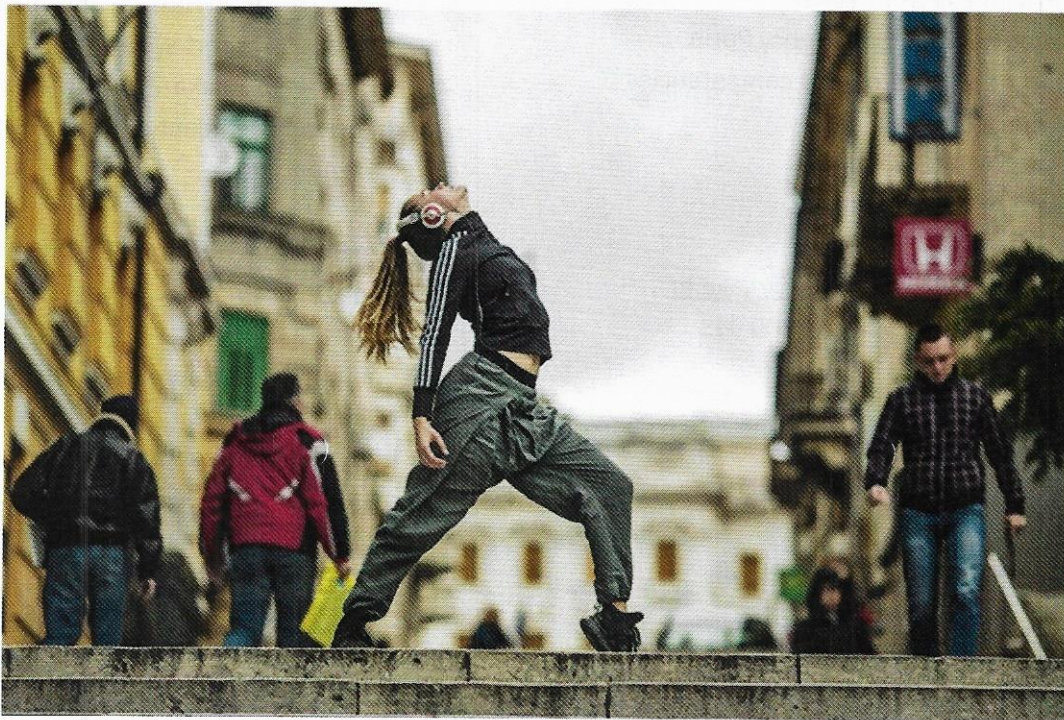
- Actors from the CCI lack a business knowledge/entrepreneurial mindset, and
- It is very important to connect the CCI with other industries.

All 3 of the Rijeka LAP actions are aimed towards solving the first point by encouraging the development of business skills and competencies of actors from CCI, and in the direction of enabling the second point by establishing different networking channels to promote intersectoral collaboration.



During the study visit to Matera organized within the ECoC-SME project, we learned that the sustainable model of Creative Cities includes collaboration between creatives, artist, experts,

research, and entrepreneurs, and through our 1st (*Creative Doctors*) and 3rd action (*RiHub Governance Model*) we tried to create a space (physical and virtual) in which all these different actors come together, collaborate, learn from each other, and thus prosper.

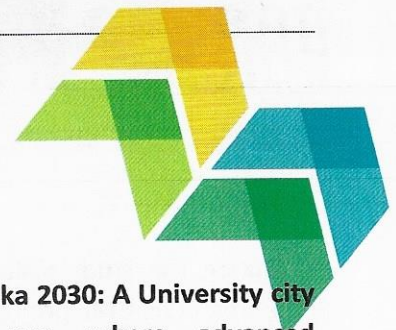


The 2nd action, *Creative Module*, was inspired by Friesland PPs' idea to create a Launch game for Young entrepreneurs in the Creative sector. Rijeka has a well-developed startup ecosystem, and Leeuwarden's idea and findings from their LLLs encouraged us to adapt our existing infrastructure (Startup Incubator) to the specific needs of (potential) entrepreneurs from CCI.

During several sessions of virtual meetings that took place while developing the Rijeka LAP, ideas and suggestions coming from all project partners, especially from the Vytautas Magnus University Centre for Enterprise Practice (Kaunas) and Consorzio Materahub industrie culturali e creative (Matera) were considered. Their inputs on how to improve our actions became a part of the Rijeka LAP.

In creating the actions, we needed to consider any possible risks. The major risk referred to Covid-19 epidemics and conditions which potentially could limit the extent of implementation. In this regard, we managed to arrange steps and activities in a way that reduces this risk to a minimum.

The ECoC-SME project provided us all with an opportunity to teach and be taught by other Capitals of Culture, resulting in an expansion of our perspectives and improvement of our skills. This is embedded into the Rijeka LAP, which at the same time offers a link to the Rijeka 2020 – European Capital of Culture project, mostly in regard to its legacy and desired effects.



Part I – General Information

Project: ECoC-SME

Partner organization: City of Rijeka

Other organisations involved:

- ✓ Startup Incubator Rijeka
- ✓ Rijeka Development Agency Porin
- ✓ Smart RI Ltd. – Center of competencies for smart cities

Country: Republic of Croatia

NUTS2 region: Adriatic Croatia

Contact person: Iva Ribarić

- ✓ Email address: iva.ribaric@rijeka.hr
- ✓ Phone number: +385 51 209 943

Part II – Policy Context

The Action Plan aims to impact:

- ✓ Investment for Growth and Jobs programme
- ✓ European Territorial Cooperation programme
- ✓ Other regional development policy instrument

Name of the policy instrument addressed:

**City of Rijeka Plan of Development
2021 - 2027**

Elaboration:

The new vision of the city of Rijeka is *Rijeka 2030 - a smart, open and resilient city*.

The strategic goals of the City of Rijeka until 2030, aimed at fulfilling the vision, are:

1. To live in Rijeka 2030: A city of diversity, in which a high quality of life arises from the cooperation of smart city administration and engaged citizens;

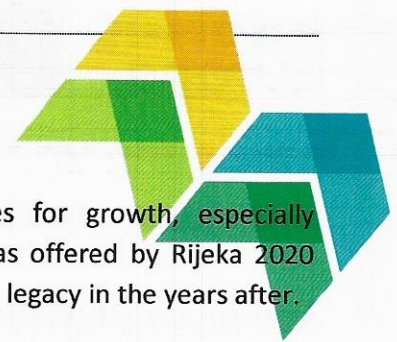
2. To work in Rijeka 2030: A University city for a new age, where advanced technologies and creative industry enrich the industrial heritage;
3. Connecting Rijeka 2030: A multimodal transport hub with a sustainable and efficient transport system;
4. To preserve Rijeka 2030: A smart, green and clean city adapted to the needs of all citizens.

The **Strategic Goal 2** specifically addresses **creative industries**, and within the 3 Specific Goals are listed:

1. Competitive economy and port in the age of new industries
2. **Innovative Rijeka: encouraging research and knowledge-based industries**
3. City of sustainable and innovative solutions in tourism.

The 2nd specific goal **Innovative Rijeka: encouraging research and knowledge-based industries** is dedicated to creative industries. It envisages Rijeka in 2030 as *“a city of modern industries, creative, technologically innovative and green, which has a large number of highly educated citizens, uses and improves existing resources, encourages the development and introduction of new technologies and interoperability in the development of the city. Development is based on a sustainable economy and the ensuring of quality and stimulating content generated from creative industries.”*

To ensure the achievement of this objective, the following 2 activities/projects (among others) need to be launched/implemented:



1) Development of a city incubators network with an emphasis on creative technologies and the IT industry

Project 'Energana' – a business incubator for creative technologies and IT industry will be implemented. It will include the reconstruction of the power plant building of the former Rijeka paper factory. It is planned to renovate over 2,700 m² of usable space which will be available to SMEs, together with advanced specialized equipment, educational programs, a network of mentors, and other program activities in order to strengthen their innovation potential. SME support will be provided in 3 main thematic areas: artificial intelligence (AI) and the Internet of Things (IoT), game development, and photo and video production. Energana will primarily be intended for start-ups and SMEs in the early phase of growth in the fields of IT and creative industries, who will be supported in the development of new products and services, networking, internationalization, and funding.

2) Regional Smart City Hub: a city where technology is coming to life

A Center of Competencies for smart cities, led by the City of Rijeka-owned company Smart RI Ltd. will continue to implement smart city solutions and projects, affirming itself as a living lab for the application of innovative technology. Smart RI will promote such a concept in initiatives aimed to attract investors, through cooperation with the Startup Incubator, Rijeka Development Agency Porin, and other relevant business support institutions in the wider urban area. Yet, it needs concrete practices to help exploit specific

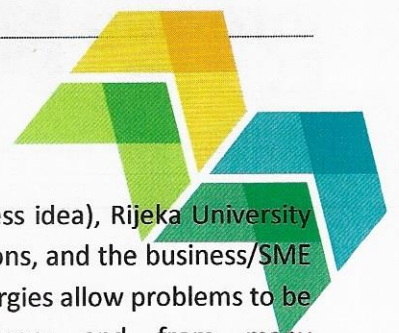
possibilities and niches for growth, especially regarding SMEs, such as offered by Rijeka 2020 ECoC and by its positive legacy in the years after.

The new and unexpected circumstances caused by the Covid-19 pandemic, placed a great challenge on the Rijeka ECoC mega-event and forced radical changes in both implementation and program. Budget cuts and anti-covid restrictions transformed the face of Rijeka in the ECoC year, resulting in crisis for almost every aspect of everyday life. In this new situation, the city of Rijeka, as 2020 ECoC, lost almost every possibility to improve the growth and development of SMEs in CCI, and the question of progress through ECoC potential was replaced with one of survival, in no time. Instead of taking advantages, local SMEs in CCI and related industries are now coping with the 'new normal', which has particularly affected the cultural sector.

These new challenges need a different approach and prioritization in order to support the economic potential of local SMEs.

The Rijeka Action plan intends to contribute to the Goal 2/Specific Goal 2 of the defined policy instrument by providing actions resulting, to a large extent, from local interactive events (LLLs) and transnational experience/know-how which was exchanged through ECoC-SME project cooperation.

A basic purpose of Goal 2 and Specific Goal 2 is the support of growth in the SME sector. The measures focusing on the creative industries and improving entrepreneurial infrastructure provide a direct link between the ECoC-SME project's aims and the City of Rijeka development plan.



Part III – Details of the envisaged actions

Action 1. CREATIVE DOCTORS

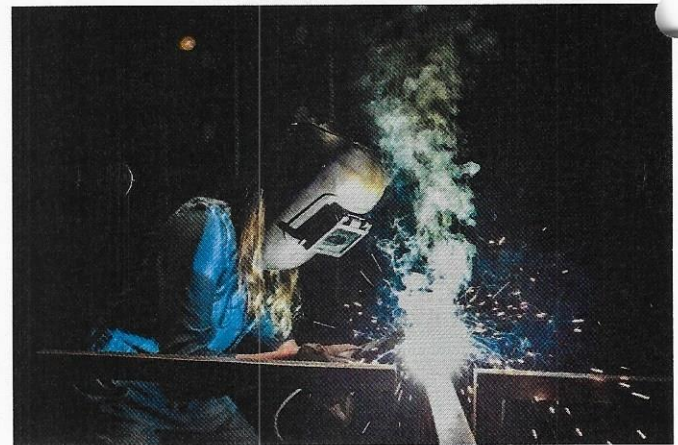
Background

Participative events – Local Learning Labs – organized within the ECoC-SME project, were the most important tool for gathering local stakeholders to explore their needs, problems and ideas, and to analyze possible solutions in an experience exchange process. One of the first problems addressed was (insufficient) cross-sectoral collaboration, and how to improve it in the most efficient and cost-effective way. This concept of collaboration was also provided as a part of the Creative Cities sustainable model, within the project study visit to Matera.

Besides the findings from the LLLs organized in Rijeka, this action was partly inspired by the platform ‘Ideas for KAUNAS’, an innovative platform created by the Kaunas project team. This action focuses on creating a platform to present and share already developed ideas for the city of Kaunas. The goal of Creative Doctors is the same as the desired effects from the ‘Ideas for KAUNAS’ platform, i.e. *to unite the CCI sector and business community and invite them to collaborate on one platform.*

Another problem derived from LLLs is a lack of entrepreneurial skills of people who want to develop their business ideas in the field of CCI, or successfully run their businesses as young entrepreneurs and startups. They indicated that mentoring on some specific challenges is needed, so as to remove some of the obstacles they face. As a part of the City of Rijeka-owned entrepreneurial infrastructure that provides basic support to potential entrepreneurs, Startup Incubator Rijeka is already working with a Quadruple Helix principle as it connects citizens

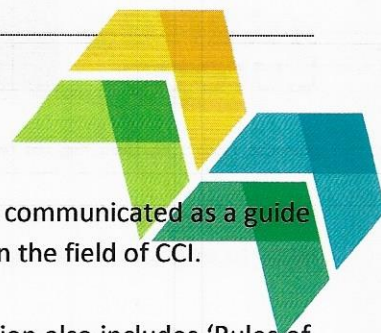
(individuals with business idea), Rijeka University and other HER institutions, and the business/SME community. These synergies allow problems to be observed multidisciplinary and from many different angles. *Creative Doctors* represents an innovative solution to problem solving by gathering all relevant actors in a familiar environment of the Startup Incubator, where interaction on real issues will result in solutions that could move someone’s business forward. This platform will deliver fresh perspectives to SMEs and potential entrepreneurs working in the field of CCI.



Action elaboration

Action 1: CREATIVE DOCTORS
Digital tool which offers solutions for various problems in CCI by joint effort and collaboration

A digital tool ‘Creative Doctors’ is a support mechanism which solves problems, and at the same time, serves as a collaborative platform and a base for creating intra-sectoral and cross-sectoral cooperation aimed at sustainable development. This action connects those with challenges, problems or dilemmas with the existing Startup Incubator Rijeka network of experts and peers.



Creative Doctors' most important function is the establishment of two-way communication between those with a problem (e.g. caused by the Covid pandemic, current operations, market obstacles, etc.) with those with possible solutions. Creative Doctors will be established as an integrative part of the Startup Incubator Facebook social network. After the digital tool receives positive feedback and beneficial effects, and if the epidemiological situation improves, its physical version will be created in the premises of the Startup Incubator Rijeka, as a 'Board full of solutions'.

This action includes the following activities/steps:

• **Preparation activities**

- ✓ Establishing of a working team, including experts who will support the action. The working team will consist of representatives from the City of Rijeka and Startup Incubator, as well as from other institutions/stakeholders.
- ✓ Creating a presentation document about Creative Doctors purpose, target, objectives, and plan of implementation, including rules.
- ✓ Introducing the action to the Startup Incubator mentoring network, partners, beneficiaries and former users (startup community), with an invitation to actively join the Creative Doctors initiative.
- ✓ Collecting feedback from interested parties, and if necessary to insert changes into the presentation document.

• **Public presentation**

- ✓ Introducing Creative Doctors to the wider public via official City of Rijeka and Startup Incubator communication channels, as well as through channels of associated institutions.

Creative Doctors will be communicated as a guide to every-day problems in the field of CCI.

✓ Public introduction also includes 'Rules of the game', so that all participants are familiar with the rules of contributing and commenting on the problem. All of them can be either patients in one situation, or doctors in another one.

✓ Encouraging potential participants to join the process by contacting the organizers (City of Rijeka Department of Entrepreneurship, Startup Incubator Rijeka).

• **Implementation**

✓ Selection of received problems/issues from 'patients' (involved users/entrepreneurs from or related to CCI).

✓ Clarifying and preparing the problem for Facebook post format.

✓ Posting the content to the official Startup Incubator Rijeka Facebook page with an invitation to its 2,500 followers to bring their ideas and solutions into the comments area. The existing base of followers is consisted of past and existing mentors, users, partners, associations, entrepreneurs, etc. Feedback from the 'doctors' will be publicly visible beneath the post where the 'patient' has expressed a problem.

✓ Sending the announcement via email to the Startup Incubator mentoring network and the network of existing and former users to join the interaction.

✓ Monitoring the comments and making interventions if necessary. Administrators will

Creative Doctors cherishes shared experience and knowledge, users are learning from mistakes and sharing with the community. Creative Doctors will encourage refreshing and out-of-the-box ideas on how to solve a problem.



delete inappropriate comments and motivate users to engage in discussions.

• **Tools for the motivation of active users**

The most active users ('doctors') will be awarded with a special acknowledgement/title called 'Doctor Specialist' for their contribution to the CCI. This will hopefully motivate other users to become more active. Furthermore, this action will contribute to the platform visibility.

• **Creation of the physical version of Creative Doctors**

A physical version of Creative Doctors will be created in the Startup Incubator Rijeka premises within the RiHub center, if the epidemiological situation improves to the extent where live events would be possible. This will include a 'Board full of solutions' and a 'Doctors' board' placed in the common spaces of the RiHub center, near the entrance, so that all visitors can see them. This service will operate similarly to the Creative Doctors digital tool – individuals will be able to write their problem on the board, and others (peers, mentors, visitors, etc.) can suggest ways of solving the situation. This 'traditional' tool will also offer chances and opportunities for networking, collaboration and interaction, as visitors will be able to place their business card on the board with the message (e.g. if they are looking for partners, closer collaboration, experts, or if they need or want to provide kinds of support etc.).

• **Evaluation of the digital tool**

Platform efficiency will be monitored and evaluated by 'patient' satisfaction feedback and the number of involved 'doctors' and 'patients'. Based on the results and in case of need, the organizers will suggest and implement improvements to the functionality of Creative Doctors. The plan is to publish 5 'patients' in a timeframe of 5 months.

Additional platform performance for the long-term perspective

If the evaluation shows significant benefits for its users and the startup community in general, improvements to provide better service and interactivity options will be considered as follows:

a) Change of the digital platform, with possible alternatives:

- ✓ Establishing an independent Facebook page/group
- ✓ Creative Doctors on other social networks
- ✓ Creative Doctors website

b) Additional services:

- ✓ Home visit - a chance to solve a problem *one-on-one* (meeting with an experienced 'doctor')
- ✓ 'Doctors without borders' - networking tool focused on EU projects
- ✓ 'I can take a look' - users express their opinion about a new business idea, project, and/or fresh initiative.

Creative Doctors' most important function is the establishment of two-way communication between those with a problem (e.g. caused by the Covid pandemic, current operations, market obstacles, etc.) with those with possible solutions.



Figure 1: Players involved and the timeframe

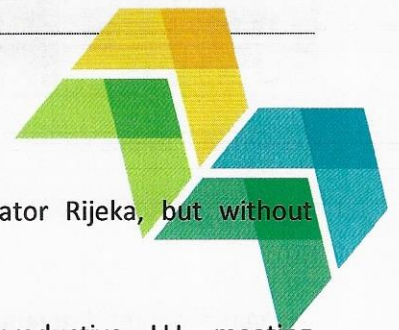
Management, implementation and support	Target	Timeframe
<ul style="list-style-type: none"> City of Rijeka Department for Entrepreneurship and Startup Incubator Rijeka (organizers) Smart RI Ltd. (expert support) Rijeka Development Agency (expert support) 	<ul style="list-style-type: none"> SMEs and startups from the field of CCI Existing and former users of Startup Incubator Rijeka who are/were developing business ideas related to CCI Other stakeholders from CCI – experts, academics, associations, institutions. 	11/2021 - 04/2022

Figure 2: Risk identification

	Risk identification	Risk management
Risk 1	Epidemiological situation	In case of an unfavorable epidemiological situation, the physical version of Creative Doctors will be postponed
Risk 2	Insufficient responses of 'doctors' and 'patients'	One-on-one communication with Startup Incubator users and mentors Motivating tools (title 'Doctor Specialist') Promotion in the official communication channels of the City of Rijeka, Startup Incubator, and associate institutions

Figure 3: Costs

Costs		Funding sources
Staff and administrative costs	1.500,00 Eur	City of Rijeka
External experts' engagement	1.500,00 Eur	
TOTAL:	3.000,00 Eur	



Action 2: CREATIVE MODULE

Background

Through the ECoC-SME project activities carried out, the need to strengthen cross-sectoral cooperation and support coming generations of entrepreneurs within the CCI sector through lifelong learning, opportunity creation, training and networking has arisen. Unfortunately, the Covid pandemic has taken away the opportunity to further strengthen individuals and SMEs under the Rijeka ECoC mega-event umbrella. But the ECoC legacy, mainly visible through cross-sectoral cooperation and providing opportunities for collaboration (local, regional, national, and international), needs to be continued. Based on the conclusions from Rijeka's Local Learning Labs (LLL), the importance of structured support for these activities was emphasized as important and useful. Education and mentoring with the purpose of developing entrepreneurial skills were identified as crucial, especially in the fields of finance, marketing, and digital competences. The City of Rijeka is already providing similar support

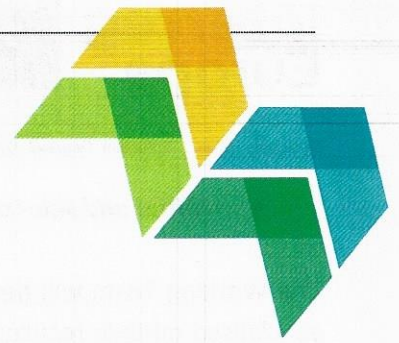
With the specialised module established within the Startup Incubator Rijeka programme, we will focus on entrepreneurial skills and the set of knowledge shared by experienced mentors from the Startup Incubator Rijeka and experts from CCI, through the creation of a structured educational programme and support activities. The existing infrastructure of Startup Incubator and the RiHub center represent the starting point of this action. Experience and an already established methodology will be helpful elements in the initiation and launch of the new module, directed toward individuals operating in the field of CCI.

through Startup incubator Rijeka, but without special focus on CCI.

Besides the productive LLL meeting findings and partnership interventions, the Local Action Plan (LAP) of Leeuwarden, also developed within the ECoC-SME project, provided useful insights. The Leeuwarden team proposed an action called the CCI Proof 'Founded in Fryslân', with a goal of having a completely CCI-proofed startup ecosystem in the Fryslân region. Rijeka is sharing this intention by identifying the necessity of the regional startup ecosystem (including Startup Incubator Rijeka) to be more focused and directed towards (potential) starting CCI entrepreneurs.



Since the establishment of the Creative Module is aimed to fulfill the Strategic goal 2/Specific goal 2 of **City of Rijeka Plan of Development 2021 - 2027**, its activities must be aligned with these directions. According to that imperative, the Creative Module will be more focused towards CCI fields covered by the future business incubator for creative technologies and IT industries 'Energana' (film, video, photography, game development, ICT, graphic design and other creative fields), but in general will be suitable and beneficial for any individual or young entrepreneur working in CCI.



Action 2: CREATIVE MODULE

**Step forward for creative beginners:
*Creation and implementation of a
specialised educational module directed
towards the CCI within the program of the
Startup Incubator Rijeka***

Introduction to Startup Incubator Rijeka

Startup Incubator Rijeka is a support center where potential entrepreneurs can develop their business ideas as a team or individually. Users are provided with education, workspace, mentoring network, assistance in development and implementation of a business plan, and support in connecting with investors and the international startup scene. Startup Incubator Rijeka has 49 mentors on board, a team of organizers and coordinators, and has powerful references. From its founding in 2013 until now, a total of 195 teams (i.e. 478 users) have taken part in the pre-incubation program, and 301 education sessions and as many as 911 individual consultations have been held. Startup Incubator Rijeka's key for success is a mix of group workshops, an individual approach, variety of services, clear methodology, and its program has consisted of 3 main steps/modules. During the 8 months of the incubation program, Startup Incubator Rijeka users are focused on gaining skills and knowledge throughout 3 thematic modules: idea validation, product development/legal aspects/finance, and Go-To-Market. Upon finalization of the incubation period, 'winner teams' are awarded financial rewards for starting their first business. All of the incubator's services are completely free of charge for its users.

The objectives

Given the current impact of CCI which bring a 2.3% share of the GDP of the Republic of Croatia and 124,000 total employees in the sector¹, and also the fact that these industries were severely influenced by the the Covid pandemic, it was estimated that certain support mechanisms should be introduced to strengthen their local position and importance. The same thoughts were expressed by several CCI representatives who participated in the Rijeka Local Learning Labs. As a result, the launch of a specialized, creative module focused on the CCI is proposed within the Startup Incubator Rijeka's existing programme.

The main goal of the Creative Module is the improvement of entrepreneurial skills of individuals, teams and professionals who operate in the fields of CCI, especially in film and video production, photography, game development, ICT, new media, design and other creative industries. This will be accomplished through a structured programme, and with the help of SME representatives from these industries.

Creative Module activities

- **Formation of the Working Team**

Members of this workgroup will be representatives of the City of Rijeka, Startup Incubator Rijeka, and Rijeka Development Agency Porin. They will be responsible for planning and implementation a Creative Module.

¹ Croatian cluster of competitiveness of creative and cultural industries, <http://en.hkkki.eu/>



▪ **Initial and side- activities**

The Working Team will deal with all aspects of a specialised module focused on the CCI within the Startup Incubator Rijeka existing programme, in particular:

- ✓ Organizing a meet-up with the stakeholders to identify the number and the topics of the workshops included in the Creative Module
- ✓ Establishing the workshop programme and its learning outcomes
- ✓ Defining the lecturers of Creative Module workshops
- ✓ Setting the timeline for Creative Module implementation
- ✓ Promotion and communication management
- ✓ Follow-up activities, administration, and assistance.

▪ **Promotional activities**

The new 13th generation of Startup Incubator users starts in November 2021. Before that, a Public Call for applications will be open for approximately one month. During that month, other promotional activities will take place. The most efficient ones are the organization of media conferences and media appearances, public presentations and workshops on how to apply and present an initial idea to the commission responsible for the application selection (i.e. the Startup Incubator Program Council).

Besides live-promotions, next generation entry is communicated via all digital channels of the City of

Sharing solutions for better regional policies
Rijeka, Startup Incubator and associate institutions, as well as on local media and in partner organizations. The extensive reach is the result of the very positive reputation that Startup Incubator has in the public space. Within all these activities, we will pay a special attention to the announcement and presentation of the Creative Module as a new incubator service, inviting potential users to bring their ideas to Startup Incubator, and start developing their own startups in the field of CCI.

▪ **Implementation**

Depending on the epidemiological situation, the workshops will take place in an offline (live) format at the premises of Startup Incubator – RiHub, or as online events. A combination of offline and online workshops is also an option. The workshops will be held in parallel with the incubation program, and will be open both for the 13th generation of incubator users and for users of the RiHub center Co-working space that should also be open to the public if the epidemiological situation allows.

▪ **Evaluation and next steps**

The evaluation of the Creative Module will be embedded into a regular survey of users' satisfaction ratings at the end of the incubating process. After analysis of collected data, the Working Team will (eventually) implement qualitative and/or quantitative improvements, and make the Creative Module ready for the next (14th generation) of Startup Incubators' users. Special emphasis will be given to a possible extension of the mentoring network.

With the specialised module established within the Startup Incubator Rijeka, we will focus on entrepreneurial skills and set of knowledge shared by experienced mentors from the Startup Incubator and experts from CCI.

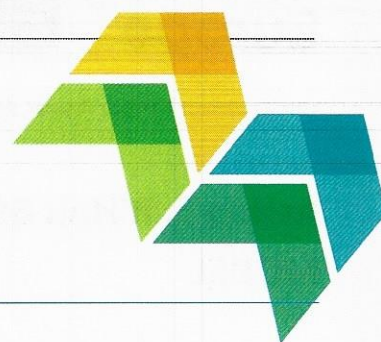


Figure 4: Players involved and the timeframe

Management, implementation and support	Supporting and advisory institutions – members of Startup Incubator Program Council	Targets	Timeframe
<ul style="list-style-type: none"> City of Rijeka Startup Incubator Rijeka Rijeka Development Agency Porin Smart RI Ltd. 	<ul style="list-style-type: none"> University of Rijeka Erste & Steiermarkische bank Infobip Ltd Polytechnic of Rijeka Juraj Dobrila University of Pula 	<ul style="list-style-type: none"> Teams or individuals developing business ideas related to CCI – participants of the 13th generation of Startup Incubators' users Teams or individuals working in CCI – the users of Co-working space within the RiHub center. 	<p>11/2021 – 06/2022</p>

Figure 5: Risk identification

	Risk identification	Risk management
Risk 1	Epidemiological situation	In the case of an unfavorable epidemiological situation, education will be conducted online
Risk 2	Insufficient response in terms of reduced entrepreneurial initiatives (due to Covid circumstances)	Personal promotion (coming from ex-users and mentors) Emphasis on free-of-charge education and financial awards

Figure 6: Costs

	Costs	Funding sources
Staff, administrative costs and maintenance	1.500,00 Eur	
External experts/lecturers engagement	2.500,00 Eur	City of Rijeka
TOTAL	4.000,00 Eur	



Action 3: RiHub GOVERNANCE MODEL

Background

The main issue within the ECoC-SME project scope since the pandemic outbreak has become how to support CCI in Covid- and post-Covid eras. The crisis had a significant impact on the Rijeka ECoC mega event, disabling opportunities for the SME sector to engage its economic potential. Instead of growth and development, the majority of local entrepreneurs are now struggling to survive. This particularly concerns cultural industries and art, but also the whole CCI sector in general. The local and national government financial support is not sufficient for growth and development, and anti-covid protection measures cannot yet be relieved. The CCI sector is therefore facing a very uncertain time and urgently needs a response to the crisis. The City of Rijeka's task is thus to recognize the need for this response, and to make it efficient and available for the users.

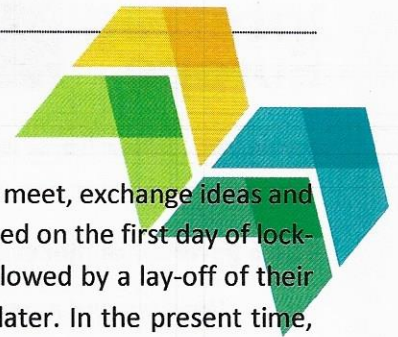
The participation events (LLLs) held in Rijeka highlighted several issues that need to be considered/improved in the future: namely cross-sectoral collaboration, sustainability, digitalization, local innovation potential, education/know-how, and mentoring. Good practice examples and LLLs' findings from other project partners address a number of topics that we should consider in the planning of future actions: the entrepreneurial mind-set in the CC sector, capacity-related infrastructure, the development of international, soft and entrepreneurial skills, support of the creation of new SMEs in CCI, supporting and targeting CCI in startup promotion policies, investment in the creative economy, etc.

These inputs imply the essence of Rijeka LAP future actions: **to support and facilitate the creation and development of (new) startups in CCI.**

The following action is directed towards building and strengthening cooperation, and finding new perspectives between startups and the creative and cultural scene in general, and in particular, the Startup Incubator Rijeka, SMEs and experts from CCI, creative initiatives and innovators. This implies a process of seeking for additional value, new opportunities, and collaboration potentials between invited parties. Because of this, the focus of this action is not on the physical integration of Startup Incubator and RiHub, but in interaction – especially, building bridges between the startup community and the CCI sector in creating of closer collaboration and mutual reliance. The precise result of this action will be a document with guidelines about a future RiHub participatory governance model.

The RiHub center, including its large co-working space, has already been used for the implementation of different cultural, social, and educational events in the Rijeka ECoC year and before. The intention is to redefine it as a hub of encounters and the encouragement of creativeness, citizen initiatives and cooperations, but above all, as a support center for individuals, entrepreneurs and freelancers working in CCI.





Action elaboration

RiHub GOVERNANCE MODEL:

1000+ square meters for joint activities

Creation of a document elaborating the RiHub participatory governance model

Startup Incubator Rijeka is a support center where potential entrepreneurs develop their business ideas as a team or individually. Users are, free of charge, provided with education, workspace, a mentoring network, assistance in the development and implementation of a business plan, and support in connecting with investors and the international startup scene. In recent years, and especially during Covid times, the space capacities of the Startup Incubator have become insufficient for its basic services (workshops, education, thematic events) due to an increased number of users and visitors. For example, a thematic event 'Speed Date Night' could not have been organized integrally, but had to be delivered in two terms/sessions. Spatial restrictions were even more visible when the pandemic took over and social distance rules needed to be followed. The space issue has therefore become a limiting factor of development. This was the moment when it was decided that Startup Incubator needs to move into a new facility, and the already existing RiHub center happens to be the best solution. With over 1,000 m², its infrastructure of large co-working spaces, meeting rooms and multifunctional conference hall perfectly meets the Startup Incubator needs.

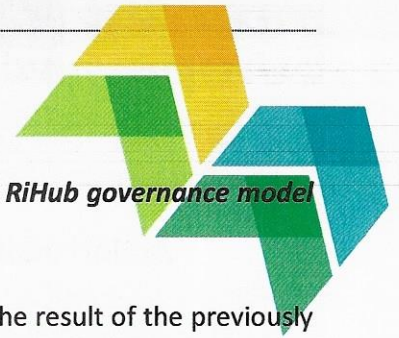
RiHub was established in a refurbished city-owned space, acting primarily for Rijeka 2020 ECoC mega-event operations. Once envisioned as a place that brings together citizens involved in the ECoC project, and as home for successful civil

initiatives, this 'place to meet, exchange ideas and work together' was closed on the first day of lockdown (March 2020), followed by a lay-off of their employees one month later. In the present time, RiHub has no exact purpose, and the conference room is occasionally used for press conferences, events, and workshops. The huge co-working space is now inactive, and there are no program line(s) or any other solid background. Also, there is no existing RiHub management or operating team. But importantly, RiHub has a great reputation and attracts different types of people, (especially those from cultural and creative sector), and is located in the city centre and easily accessible.

Once Startup Incubator has moved into the RiHub premises, a creation of a new governance model is crucial. Additional content and functionalities, more possibilities, as well as a wider target require a new management structure, organization, policy, and communication strategy. This needs to be defined in order to support and produce additional value for all interested parties, and to fulfil the needs of individuals, SMEs and professionals from the cultural and creative sector. As a long-term result, a stronger visibility and impact will be achieved, and RiHub will be marked on prominent startup ecosystem global maps. This action will undoubtedly contribute to the ECoC legacy and enhance cross-sectoral collaboration.

The purpose of RiHub governance model is:

- To set-up a fruitful environment and cooperation mechanism for all target groups, enabling future activities that benefit RiHub users.
- To develop participation, and an open-innovation and sustainable managing format that will support knowledge-based industries, the creative economy, and social innovation.



RiHub governance model steps and activities

▪ **Working and management team**

The management team for the creation of the governance model will primarily consist of representatives of the City of Rijeka Department of Culture and the City of Rijeka Department of Entrepreneurship. Representatives from Startup Incubator Rijeka, Rijeka Development Agency Porin and Smart RI Ltd. (Center of competence for smart cities) will also join the team.

▪ **Consultations with Startup Incubator Rijeka stakeholders**

The working and management team will meet Startup Incubator Rijeka trainers and former users to collect their visions of how Startup Incubator and RiHub should be operationalized. These inputs will represent a context that needs to be managed.

▪ **Consultations with SME/CCI representatives**

Stakeholders from the local economy and the cultural/creative community will provide their expectations and opinions on how to put Startup Incubator/RiHub into function in terms of economic, social and cultural development.

▪ **Creation of the RiHub governance model document**

This document will be the result of the previously described joint activities, and will serve for the management purposes of the RiHub center. It will contain the following elements:

- ✓ Description of the venue: history, location, space, and units
- ✓ Management strategy: vision and goals
- ✓ Management and organization structure
- ✓ Participation mechanism
- ✓ Program management
- ✓ Communication management
- ✓ Financing

Additional content and functionalities, more possibilities, as well as a wider target require a new management structure, organization, policy, and communication strategy. This needs to be defined in order to support and produce additional value for all interested parties, and fulfil the needs of individuals, SMEs and professionals from the cultural and creative sector.



Figure 7: Players involved and the timeframe

Management, implementation and support:	Targets	Timeframe
<ul style="list-style-type: none"> • City of Rijeka • Startup Incubator Rijeka • Rijeka Development Agency Porin • Smart RI Ltd. 	<ul style="list-style-type: none"> • Users of Startup Incubator and Co-working space • SMEs, freelancers and professionals working in CCI • Cultural and civil associations and NGOs 	08/2021 – 01/2022

Figure 8: Risks identification

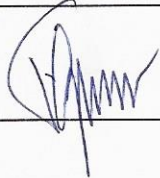
	Risk identification	Risk management
Risk 1	Epidemiological situation	In case of unfavorable epidemiological situation consultations with stakeholders will be held via online communication channels.

Figure 9: Costs

Costs		Funding sources
Staff and administrative costs:	1.500,00 Eur	City of Rijeka
External experts	2.000,00 Eur	
Total	3.500,00 Eur	



Date: 07.07.2021.

Signature: 

Stamp of the organisation (if available):

